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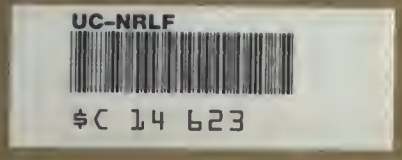

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In this Issue:

THE MANAGEMENT OF A BRANCH SALES AGENCY:

An Analysis of Facts From Ten National Sales Organizations

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FOREWORD

The "job analysis" method has made a place for itself in the management of shops, factories and offices. Very clearly has it shown that the systematic description of a man's work, in its fundamentals, can aid the executive in many directions.

Believing that this method of studying occupations and jobs should not be limited to the work of the mechanic, the operative, and the office employee, Mr. McIntire has blazed a trail for the alert sales executive, by making a comparative analysis of the work done by branch sales managers..

The number of agencies with which he worked is too limited, and the methods are too young, to justify general conclusions. But his preliminary results as presented here are at least suggestive of a fertile field of investigation ahead of us.

C. S. Yoakum,
Director.

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INTRODUCTION:

PURPOSE OF THE ANALYSIS OF THE BRANCH MANAGER'S JOB.

A well-known sales organization was in need of a manager for one of its largest branch offices. The general sales manager selected as "the logical man for the place" the successful manager of a small branch, who had made an exceptionally good production record and showed ability in dealing with financial matters.

The promoted manager, however, proved to be a partial failure in his new job. Most of his best salesmen quit; his production record slumped. An investigation revealed the fact that he lacked ability to control and direct men. He had made good in the smaller branch because his salesmen were scattered over a provincial territory, so that he did not make many personal contacts with them. In the larger branch, personal leadership of a rather large force of city salesmen was necessary - a task that was beyond his natural ability.

The sales manager who promoted this man had not carefully determined the qualifications of a successful manager of a city branch, or he would have considered more the manager's ability to handle men, and less his financial ability. Furthermore, he was not using enough different "measuring sticks" in sizing up his branch managers. He had not made a study of the qualifications needed in the new job.

There are several important reasons why the job of a branch sales manager should be systematically analyzed and described. Among these might be mentioned the following:

1. A job analysis determines the qualifications necessary for the success of branch managers, and thus leads to improved methods of selecting and promoting managers.

2. It places at the disposal of all managers the practical methods which certain successful managers have learned by experience, and thus furnishes the best possible means of developing both the experienced and the inexperienced managers.

3. It provides standards for measuring a manager's efficiency.

4. It helps solve the problems of sales organization.

In making a job analysis by a study of the actual work and functions of branch managers, the investigator gets his best data from successful managers. But to determine in what ways and to what degree various managers are successful requires careful preliminary work. In most cases, production records furnish a good measure of a man's general ability, particularly when he has held the job for several years. But they do not throw much light on his special abilities. A good manager might have some weak spots, and a man of mediocre caliber might be exceptionally capable along certain lines. Therefore, in analyzing the job, the investigator needs many different means for judging the manager's success in such phases of his job as hiring salesmen, conducting salesmen's meetings, breaking in new men, making collections, sending out sales letters, analyzing certain territories and other activities.

A COMPARATIVE ANALYSIS OF THE JOBS OF THE PITTSBURGH BRANCH MANAGERS OF TEN SALES ORGANIZATIONS.

The facts reported and analyzed in the following pages were obtained through interviews with the Pittsburgh branch managers of ten prominent office specialty sales organizations. The investigation therefore has the advantages and the disadvantages of representing the branch managers own observations and analysis of his work. As all of these manager's are located in the Pittsburgh territory, some comparisons are justified by the similarity of their territorial conditions.

In interviewing the managers, the investigator made use of a standard "job outline" for all features of the branch manager's work. This outline was particularly useful at the first interview with a branch manager, because it helped to locate quickly those phases of the job in which he excelled. Later interviews with that manager were then focussed on those items.

There are, of course, many other methods that might be followed in studying the local manager's job. Some of these would be: (1) observations by the investigator of the manager's working methods, (2) interviews with general and district sales managers; (3) analysis of home office records on branch managers; (4) interviews with their salesmen; (5) field observation of the salesmen's work; (6) conventions of branch managers; (7) interviews with a branch manager's competitors; (8) magazines, books and home office literature on sales management; and (9) interviews with users and prospective buyers. These methods of attacking the whole subject would undoubtedly be of value for a comprehensive point of view.

I. THE RELATION BETWEEN THE DEGREE OF A MANAGER'S RESPONSIBILITY AND HIS WORKING METHODS.

The work of the ten managers varies considerably in the number of persons under their direction, the complexity of their work, their responsibility and many other respects. In this report, the managers are respectively assigned numbers and ranks on the following basis: the manager whose work is most complex and responsible is designated Manager 1, the next in rank is called Manager 2, and so on, to Manager 10, whose job is least responsible. Manager 1 has a total of 37 employees, handles all his own finances, makes his own collections, etc.

The number of men in the sales force of each manager is as follows: Manager 1, 9 salesmen; Manager 2, 19 salesmen; Manager 3, 10 salesmen; Manager 4 8 salesmen; Manager 5, 7 salesmen; Manager 6, 3 salesmen; Manager 7, 5 salesmen; Manager 8, 4 salesmen; Manager 9, 4 salesmen; and Manager 10, 1 salesman.

The amount of time that the managers expect to devote to direct selling and sales promotion activities shows considerable diversity. Manager 1 assigns 35% of his time to these activities;

Manager 2, 30%; Manager 3, 20%; Manager 4, 72%, Manager 5, 60%; Manager 6, 47%; and the remaining managers, each 75%.

Managers 6, 8 and 10 reserve for themselves a definite part of their branch territories and devote part of their time to direct selling. In other words, they work for themselves as part-time salesmen. One of these three men reserves certain large firms in the industrial section of the city for himself.

The distribution of work, generally speaking, indicates that in those branches which have less managerial responsibility, the managers believe that the quickest way to increase their earnings is to spend considerable time in direct selling and sales promotion, particularly the former.

II. THE DISTRIBUTION OF EACH MANAGER'S TIME.

The first table shows the per cent of time each manager allots to the five main divisions of his job. Managers are designated in the first row by key numbers instead of by names.

TABLE I: PRESENT DISTRIBUTION OF EACH MANAGER'S TIME.

Manager's Number	1	2	3	4	5	6	7	8	9	10
Personnel	15	60	40	20	15	10	15	20	50	5
Office Routine	10	5	20	50	15	20	7	20	25	30
Financial	40	5	20	3	3	3	3	5	7	3
Selling	5	30	10	10	50	50	70	45	8	60
Sales Promotion	30		10	17	15	17	5	10	10	2

Table 2 shows how these managers plan to distribute their time in the future:

TABLE 2: FUTURE DISTRIBUTION OF TIME.

Manager's Number	1	2	3	4	5	6	7	8	9	10
Personnel				10	30	25		10	10	10
Office Routine	No Changes	No Changes	No Changes	15	5	20	No Changes	10	10	15
Financial				3	3	3		5	5	3
Selling				22	30	22		65	70	70
Sales Promotion				50	30	25		10	5	2

The next table shows these future changes in distribution of time by means of minus and plus variations from the present distribution:

TABLE 3: FUTURE CHANGES.

Manager's Number	1	2	3	4	5	6	7	8	9	10
Personnel				-10	+15	+15		-10	-40	+5
Office Routine				-35	-10			-10	-15	-15
Financial										
Selling				+12	-20	-28		+20	+62	+10
Sales Promotion				+33	+15	-8				

No manager contemplates a change in the amount of time that he is putting on financial matters. From this fact as well as from the remarks of the managers, it is safe to say that financial duties are quite secondary, except for Managers 3 and 1, for whom financial duties take first rank.

One half of the managers interviewed are planning to spend less time on office routine. The increased sales resistance during the present depression is the main reason for the change. Four of these five are going to spend more time on direct selling and in helping their men close hard deals. Four managers are content with their present distribution of time. Only one of these four works on a commission basis.

The size of the sales force is an important factor in the distribution of a manager's time. For example Manager 2 spends 60% of his time on personnel duties; but he has the largest sales force, - nineteen.

Manager 9 spends 50% of his time on personnel items; but a large part of this emphasis is due to the fact that he is training an office manager to handle office routine matters. After this man is trained, he will spend only 10% on personnel work.

Only three managers are going to spend more time on sales promotion activities. Probably more managers would do so if they knew how to "promote". Manager 4 is already directing 17% of his efforts toward sales promotion, and plans to increase this to 50%. Manager 1, who spends 30% of his time on sales promotion, devotes most of this 30% to participation in the social affairs of prospects and users.

Two managers are going to spend less time in direct selling and helping their men close deals and more time in supervising their salesmen and in sales promotion. Most of the managers who are contemplating great changes in the distribution of their time are planning to increase the size of their sales forces. This applies to Managers 10, 8, 6, 5, and 3.

III. THE ASSISTANCE RECEIVED FROM THE HOME OFFICE.

The next table shows how much assistance and supervision the respective managers get from their home offices. Crosses (X) indicate help received.

TABLE 4: ASSISTANCE FROM THE HOME OFFICE.

Manager's Number	1	2	3	4	5	6	7	8	9	10
Collections				X	X	X		X	X	X
Accounting System				X	X	X		X	X	X
Sales Letters				X	X	X			X	X
Hiring Salesmen				X	X				X	X
Printed Training Course for salesmen				X	X			X		
Factory Training of New Men				X	X				X	X
Machine Applications						X		X		
District Supervisor Makes Visits			X		X					
Branch Manager Visits H.O. Frequently	X		X							
"Leads" Furnished Toward Live Prospect										X
Local Advertising						X	X			

This table shows that only four of the ten managers have to supervise collections on sales and keep financial accounts connected with sales. Managers 10, 9, 5 and 4 receive a great deal of help from their home offices. Managers 1, 2, 3 and 7 receive very little assistance. Four of the ten sales organizations represented give beginning salesmen a special training course at their respective home offices. Three of the ten managers are furnished with printed training courses for salesmen. One manager is furnished "leads" to live prospects in his territory. The home office gets these "leads" as a result of an extensive advertising campaign.

Four managers receive assistance in hiring new salesmen. The other six are furnished with practically no guidance. Five managers receive assistance from the home office in the way of sales letters.

Only two of the ten Managers 3 and 2, receive systematic personal supervision from higher officials and these two say that they get very little practical assistance on methods of management. Manager 3 states that his company has an excellent plan of supervising his service department, but the district manager who is supposed to visit him about every three or four months to check up on his sales operations actually comes around only about once a year. When he does make a visit it is more in the nature of a social call; he does not make a systematic analysis and has very few live ideas to offer.

Manager 5's district manager spends two days with him every month but it is a very superficial and perfunctory visit, consisting chiefly of social chats about other branches and general sales policies, two or three dinners, a theatre or golf party and possibly a "pep" talk to the local salesmen. This branch manager is very eager for helpful suggestions on how to hire and break in new salesmen, how to supervise, develop and handle different types of salesmen, how to analyze his territory, and similar duties that have fallen to his lot since he was promoted from salesman to branch manager.

It would be useful to find out exactly how many general sales managers are competent supervisors of their branch and agency managers. Of the ten national sales organizations represented in this study only one seems to be trying out a system of supervision on a large scale. This system seems to be a failure because it is very superficial and also because the best methods of branch management are not used as a standard.

IV. METHODS OF HIRING SALESMEN.

Branch manager 4 receives the most assistance from his home office in selecting new salesmen. He is furnished with a standardized interview blank which enables him to determine approximately whether an applicant possesses the particular abilities that are considered necessary for success in selling his specialty. In addition to this blank there is a uniform application blank. This manager never relies on a single interview when he sizes up an applicant; he prefers to have the man call back at least once or twice - preferably twice.

In spite of the fact that manager 4 has received some valuable aids from his home office, the general sales manager of his company realizes that there are still many chances for branch managers to make mistakes in sizing up applicants. Therefore, the home office is now

reserving the veto power on all hiring and firing of salesmen by branch managers.

In contrast with the help received by Manager 4 is the absolute lack of assistance in the case of Manager 8. His company does not even furnish a standard application blank. When asked how many salesmen he has, he replied that there were six on the roll but only one of them could be counted a success. He was considering whether or not to "fire" the whole group and build up a new branch organization. At the same time he realized that the chances would still be as great as in former times that he would "pick a bunch of lemons". He would like assistance from his home office. In fact he is in such desperate straits that he has to devote a large amount of his time to direct selling, in order to pay expenses.

The methods of hiring used by Manager 2 are unique. He gives preference to men who have had no previous selling experience. His salesmen have been recruited from various walks of life, - newsboys, blacksmiths, college graduates, barbers, store managers and others. New men are paid strictly on a commission basis. Although he does not use the most modern and scientific methods of selection, he has built up in the short period of two years a creditable sales force of nineteen and is rated by his company as one of their best branch managers.

The home office of Manager 9 will select new salesmen for him if he so desires. Manager 10 as well as Manager 4 must receive approval from his home office when he hires a new salesman.

Five of the ten managers regard the hiring of salesmen as one of the most difficult phases of their work. None of the ten uses more than two sources of supply when he needs a salesman, namely, - want adds in local papers and his personal acquaintances or those of his salesmen.

In concluding this comparative summary of methods of hiring, it should be stated that every one of the ten branch managers could improve his present methods. None of their home offices has determined in an accurate manner the qualifications of a successful salesman. With the exception of the trade test used by Manager 4, no use is made of scientific methods of selection such as: an objective scoring of the applicant's personal history blank, psychological tests, trade tests, analysis of turnover, and graphic rating scales.

V. DEVELOPING SALESMEN.

(1) "Breaking in" New Men.

Manager 10 gives a new man preliminary training for three weeks by having him help the service man, study in the office and accompany the manager in the field. Then the man is sent to the factory to be trained.

Manager 3 trains a new man in the office for about ten days. He and his experienced salesmen give pointers to the novice and help him master a machine demonstration. Then the new man observes the field work of one of the experienced salesmen or of the manager for two or three days and finally goes out "on his own hook".

Managers 4, 5, and 9 do not have to break in new men. All

recruits receive training at the factory for three or four weeks before they join the local agencies.

Manager 2 assigns a beginning salesman to one of his best men for about ten days. Then he has the new man accompany him for three or four days, and they take turns at selling and observing.

(2) Field Supervision.

Managers 7, 5 and 2 are the only ones who attempt to locate the weak points of their experienced salesmen by means of a field analysis. It has already been pointed out how Manager 2 does this at the same time that he helps his men close hard deals.

Manager 5 has been trying a very systematic plan of field analysis. He has found it difficult to locate the weak points of one of his salesmen who had been with him for seven months. The following plan brought results. He spent a half day in the field with the salesman without offering any help or suggestions. But he was continually observing the man's methods very closely and taking written notes. When they returned to the office he revealed to the salesman some of his salient weaknesses. The manager is very enthusiastic about this plan of field analysis because it reveals a man's weaknesses with certainty and speed. He says that at first it was hard for him to keep from offering suggestions during the sales interviews.

Since one of the most important functions of a branch manager is the development of his sales force, one would expect to find managers making frequent and thorough analyses of the field work of their men, in order to locate the stumbling blocks in their methods. The chief reason so little of this is done is, perhaps, the desire of the manager to get immediate results by helping his men close deals rather than to sacrifice a small immediate gain for larger future returns. Furthermore, the managers have not generally found a systematic and economical method of training their men.

(3) Individual Office Conferences.

This method is used by every one of the ten managers. It seems to be the most useful tool for measuring a man's efforts and increasing his skill. At one of these conferences the salesman usually makes an oral report on deals pending, recent progress and plans for the future. None of the managers seems to have any definite system, in these conferences, that would enable him to get the maximum possible results in the development of his salesmen. Manager 5 does require his men of less experience to report in writing the main details concerning their sales interviews. Even then he finds difficulty in locating their weak points.

(4) Checking Daily Reports.

All Managers except 1 and 2 require their salesmen to make daily reports. The system followed by Manager 10 requires an individual prospect report for each sales interview. The form used can largely be filled out by merely making check marks opposite the printed items that are listed. An interesting feature of this simple form is the report on the result of the call. Twenty-two possible results are listed, such

as, - (1) Call Back; (2) Busy or Out; (3) Appointment for Demonstration; (4) Devising System; (5) No Progress; (6) Agrees to Trial; (7) Objects to Price; (8) Objects to G_____; (9) Objects to Handwriting; (10) May Develop Later; (11) Difficult Personality; (12) Going to See Others; (13) Insufficient Use; (14) Demonstration O. K.; (15) Trial Failed; etc. The card on which this is printed measures four and a quarter inches by six and a quarter. At the end of the month the manager makes a summary tabulation of the data on "Results of Calls" from all the daily reports of each salesman. This is intended to furnish a measurement of the man's efforts for the month and to reveal some of the weaknesses in his methods of selling. Manager 10 likes this system very much. However he has only one salesman, so it is hard to say how successfully the plan would work with an extensive sales force..

Certain drawbacks are involved in the use of daily reports. In the first place, many salesmen object to spending time on "red tape" which seems to yield them no direct benefits; secondly, some managers become negligent in checking up the data on the reports, thereby defeating the purpose of the system; but the biggest drawback to daily written reports is the tendency of managers to place too much reliance on them in supervising their men, to the neglect of the more useful devices of office conferences and field observations. Some managers place little credence in daily reports as a check on a salesman's efforts because a man can easily make "fake" reports if he wants to shirk.

Manager 5 admits that in most instances the daily reports handed in by his salesmen are filed without being referred to. He thinks that the mere requiring of written reports stimulates salesmen.

Managers 1 and 2 regard reports as of so little service that they do not require them. On the other hand, Manager 7 considers daily reports very valuable. His stenographer attends to all details in connection with them, and calls his attention to lazy or careless tendencies of salesmen as revealed by their reports.

(5) Supervising The Training Program.

This year, educational programs seem to be in vogue in many sales organizations. The home office of Manager 8 is sending out advance lessons from a new printed training course for salesmen. The organization represented by Manager 2 is taking steps toward constructing a printed training program. In fact the home office officials are studying Manager 2's methods of training his nineteen salesmen because he has been so successful in developing new men.

Manager 5 says that his salesmen do not appreciate the training course that was constructed for them by the home office and that they have made little effort to master it. This company must have had difficulty in "getting the training course across" with its salesmen, because beginning salesmen are being trained this year at the factory.

All of the ten managers could improve their methods of training salesmen. This is to be expected, because very few branch managers have had special training in the principles of education. Manager 2 requires each of his nineteen salesmen to attend a three hour Saturday morning training class. Since his company does not furnish a printed training course, he has to rely almost entirely on oral instruction. He deserves credit for devoting a great deal of his time and effort

during the past three years to the problem of devising a system for developing salesmen. At the same time, his training program has its glaring defects, such as: (1) the training content is not organized into units; (2) there is no outline of the course; (3) study assignments are not made definitely; (4) tests are not given to find out how well the men are mastering the course; (5) experienced salesmen are required to take their training in the same class as new men; (6) bright and ambitious men cannot advance through the course more rapidly than the dull and less ambitious. The manager himself admits that some of the men who have been in his employ for two years have absorbed but little from his Saturday morning meetings. He attributes this to the "slowness of percolation of new ideas" rather than to inefficient methods of training.

None of the ten sales organizations represented has a first class printed training program. Except in companies which maintain a training school at the factory, salesmen seem to get their training rather indirectly from the following sources: (1) by observing the selling methods of the manager and his experienced salesmen; (2) by reading miscellaneous literature issued by the home office; (3) by reading printed training lessons (in case there is a printed training course) which furnish a few ideas on phases of salesmanship; (4) by picking up stray ideas that are expressed by chance at a meeting of salesmen; (5) by having weak points revealed in conferences, or when the manager chances to observe the field work. Eight managers regard the training of salesmen as one of their most important duties.

Salesmen's training meetings. Seven managers hold weekly meetings; two have meetings once a month; and one conducts a group meeting twice a month. None of the managers seems to make careful plans for these meetings. They put their time on tasks which they consider more important from the standpoint of making money. Managers 3 and 2 seem to devote more attention to these meetings than do the others. Such a group conference usually serves two purposes: (1) training; (2) stimulation. Most managers emphasize the second phase more than the first. Manager 2 is an exception. Training is accomplished chiefly by having the men cite instances from their recent experiences as illustrations of methods of selling; and by group discussion of ideas offered by the manager. Occasionally a manager invites the manager of another concern to talk on salesmanship at his meeting. Manager 2, in particular, likes to have other managers address his men. Last year he arranged to have an instructor in salesmanship give his men a series of lessons.

VI. STIMULATING SALESMEN.

This phase of the branch manager's job is probably the most important of all. If he cannot get his men to work hard, his chances for great success are slight.

As means of stimulating their men, eight managers attach major importance to helping their men close hard deals. Individual office conferences rank second. Salesmen's meetings come third. Managers 3, 4, 5 and 7 have secured good results from salesmen's contests. Managers 1, 4, 6 and 7 promote social affairs for their salesmen. Managers 1, 3 and 6 emphasize pay incentives more than do the others. Details concerning these methods of pay were cited above. Managers 1, 2 and 5 use the distribution of territories as an incentive, by giving the best

territories to the best salesmen. Manager 7 gives the same size and quality of territory to each of his men. Manager 2 realizes the need of opportunities for promoting his veteran salesmen; therefore he is planning to inaugurate a system of "Junior" salesmen, whereby an experienced man can hire as many Juniors and cover as much territory as he can handle successfully.

Manager 3 is the only one who writes many pep bulletins, but Manager 7 writes a few. Manager 3 uses a greater variety of incentives than any other of the ten managers. However, he gives his men little assistance on hard deals..

Manager 1, who has one of the largest branch organizations, although not the largest sales force, tries to spur his men to greater effort by means of the following incentives: he helps his men close hard deals; discusses their work with them frequently in individual conferences; gives the best territories to the best salesmen; increases the salaries of his salesmen in proportion to their tenure of service; and promotes social affairs for his entire branch organization, including service men and clerical employees. This manager does not require his salesmen to make daily reports. He seems to be the type of manager whose success depends largely on his personality; therefore he gets along without certain incentives which are used by other managers. Nevertheless, he might be more successful if he resorted to them.

Manager 2 has the most unusual methods of handling men. In his Saturday morning salesmen's meetings he "blisters" the salesman who is lax in his work. Three of four other managers declare that if they were salesmen they "would not work for him one minute." Nevertheless he is getting results, his men swear by him, and his home office is expected to promote him to a position of greater responsibility. What, then, are his methods of leadership? A superficial analysis brings to light his negative tactics. A careful study would reveal the methods which enable him to "drive" men without losing their good will. The manager himself attributes his leadership to the following factors: (1) he evinces a sincere desire to help his men make as much money as they can; (2) he spends at least 40% of his time helping them close hard deals; (3) he makes his salesmen's meetings interesting and worth while; (4) he never "blisters" a man who is working hard; (5) at the same time that he helps a man close a hard deal he analyzes the sale in order to show the man how to overcome his weak points; (6) he takes special pains when he is breaking in green salesmen; (7) all dealings with his men are fair and above board, without any private understandings with individual men; (8) he has his office desk in the same room as that used by his salesmen rather than in a private office; (9) he gives bigger territories to the better salesmen; (10) whenever he issues new instructions to his salesmen he gives the reasons in full.

After all, these are chiefly surface features of his methods of handling men. In order to get the concrete and basic facts, the observer should spend considerable time studying this manager both in the office and in the field, and should also interview the salesmen. The manager himself attributes much of his skill to his wide experience as a salesman. He has worked for about thirty different firms and was "fired" by at least twenty of them.

Manager 8 realizes that one of his chief weaknesses is his inability to develop and handle salesmen. Manager 5 admits the same

weakness and is trying his best to overcome it. He is trying to copy the methods of Manager 2 by resorting to driving tactics. This raises an important question: Can a manager who is not skillful in handling men be trained and developed in that art? In other words, can he profit from the experiences of a successful handler of men? At present there is no satisfactory answer to this question because such a training course has never been completely constructed. The job analysis furnishes the only method whereby it can be done.

Manager 5 may be able to imitate Manager 2, but it is probable that he will copy only a part, - perhaps the weak part. He may use the driving tactics without counterbalancing along the lines of fair treatment, open dealings, helpfulness, etc. Furthermore he may not have the right kind of personality to make a success with these methods.

The managers who seem to be most proficient in handling men are Managers 1, 2, 3, 4 and 6.

VII. THE REMUNERATION OF SALESMEN.

Five managers pay their experienced salesmen on a basis of salary plus commission. Only four pay a straight commission. Only three use a different plan of remuneration for beginning salesmen from that used for experienced men. Three managers have various plans of remuneration. Manager 3 has five classes of salesmen:

1. City salesmen who average $800 or better per month in total sales for three months receive $15 per week and a commission ranging from 10% to 15%.

2. City salesmen who do not meet the above requirement receive $10 a week and 10% commission. City salesmen make their own collections on sales.

3. Salesmen in provincial territories work on straight commission. They do not make their own collections.

4. Dealers in small towns receive machines at wholesale prices. These dealers pay their own expenses. The branch manager supervises them. The dealer's volume of sales is included in the branch manager's record of sales.

5. In West Virginia there are open territories where professional men are authorized to solicit on a straight commission basis. This plan is used in sparse territory.

Manager 3 is chiefly trying out the third and fifth plans.

Manager 6 is also experimenting with different plans of remunerating his salesmen. In fact, managers 3 and 6 attach unusual significance to this incentive. One Manager, who plans the weekly programs for the Office Appliance Managers' Association of Pittsburgh, devoted one program to different plans of remunerating salesmen. In his own branch he tried these three plans: straight salary, drawing account and commission, straight commission. The second plan gave the best results.

Manager 1 pays his men on a salary plus commission basis, but the salary increases with a man's tenure of position. During the first two years the salary is $15 a week; for the next two $20 a week; thereafter, $25 a week.

One manager is trying the following plan of remunerating new salesmen. They will work as "Juniors" and receive $100 a month plus a commission of 10% on sales above a monthly volume of $1,000. These men will be supervised by the experienced salesmen who will receive from the branch manager a commission of 5% on all deals closed by Juniors.

Manager 2 is the only other Manager who expects to try a plan of Junior salesmen. He feels that there should be more lines of promotion in his organization for veteran salesmen. According to his plan the latter will be urged to hire Juniors at $15 a week. Juniors will receive 12% on all sales while the Seniors will get the remainder of the standard commission. Successful Seniors will be allowed to hire as many Juniors as they please.

The following table gives the plan of remunerating salesmen that is used by each manager:

Manager's Number	Plan of Remuneration
1.	Salary and commission.
2.	3 plans (mentioned above).
3.	Commission.
4.	Commission and salary that increases with years of experience.
5.	Commission.
6.	3 plans (mentioned above).
7.	2 plans (mentioned above).
8.	Salary and commission.
9.	Drawing account and commission.
10.	Commission.

VIII. SALES PROMOTION ACTIVITIES.

The following table shows the variations among the ten managers in sales promotion activities. One cross indicates that the item in question receives some attention. Two or more crosses signify that the manager devotes considerable effort to that phase of his job.

TABLE 5.

Manager's Number	1	2	3	4	5	6	7	8	9	10
1. Makes territorial analysis in order to get in touch with maximum number of prospects.			X	X	X		X X			
2. Participates in social affairs of business men, such as Chamber of Commerce, Country Club, Lodges.	X X X		X	X X	X	X	X		X	
3. Writes sales letters.			X	X						
4. Keeps in systematic touch with sales and methods of competitors.	X		X		X	X	X			
5. Checks up on past sales in different parts of branch territory			X X				X			
6. Plans sales campaigns.		X	X	X	X	X				
7. Advertises locally.			X X						X	
8. Renders good will services from agency office to prospects and users			X	X	X		X		X	X
9. Makes exhibits of product at business conventions.				X		X				X

Manager 2 is one of the most successful of the ten; yet he pays little heed to the possibilities of increasing his sales by the indirect methods of sales promotion. He prefers to spend more time on personnel work, such as developing and supervising his nineteen salesmen, thereby getting increased sales as a result of their direct selling efforts.

Manager 3 is quite different; he makes use of eight of the nine sales promotion devices. Below are some illustrations of his methods:

1. UNIQUE SALES PROMOTION METHODS OF ONE MANAGER.

Sales Campaigns:

At one time this manager launched a campaign directed toward the occupants of a large office building. He required all his salesmen on one certain day to canvass in this building instead of in their own territories. As a result there was an increase in volume from territory which was considered "sold up" by the salesman to whom it belonged; and at the same time most of the members of the sales force were stimulated as a result of the group drive.

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3. Writes sales letters.			X	X						
4. Keeps in systematic touch with sales and methods of competitors.	X		X		X	X	X			
5. Checks up on past sales in different parts of branch territory			X X				X			
6. Plans sales campaigns.		X	X	X	X	X				
7. Advertises locally.			X						X	
8. Renders good will services from agency office to prospects and users			X	X	X		X		X	X
9. Makes exhibits of product at business conventions.				X		X				X

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Sales Letters:

He has secured such good average results in past years from the use of sales letters that he seizes every favorable opportunity to send out a series.

Good Will Services to Users:

This manager regards service to users as more potent in getting new business than the direct efforts of his salesmen. Therefore he supervises his service department with extreme care. Every complaint from a customer, no matter how small, receives the manager's prompt consideration. He once sent out a circular letter to a sampling list of users, in which he asked whether their machines were giving satisfactory service.

Watching Competition:

He is well posted on the business of his competitors. He knows about how much business each is getting; their respective methods of selling; their innovations; their regular and irregular (if any) discounts from list prices; and similar facts. He gets such information from the following sources:

1. Territorial reports from salesmen.
2. Gossip gathered by his salesmen from salesmen of competitors.
3. Personal observation in the field when he helps his men close big deals.
4. By quizzing prospects solicited by competitors.
5. Personal acquaintance with a manager of a second hand machine exchange.

In connection with these activities of Manager 3 it is interesting to note, by way of contrast, the attitude of Manager 2 who pays very little attention to what his competitors are doing. He says that he wants his salesmen to think only about the high grade features of their own product when they solicit orders. Competitors do not worry him.

2. ANALYZING TERRITORY.

Manager 5 used a rather simple system in making a territorial analysis. He determined an approximately complete list of prospects by consulting Bradstreet and Dunn's Credit Book and the classified section of the telephone directory.

Manager 3 has secured a good analysis of his territory as a result of systematizing the data from salesmen's daily reports during the past several years. We might designate this as an indirect and slow method of getting facts concerning sales possibilities.

Manager 7 used trade directories to get in touch with a maximum number of prospects.

Manager 3 has a "piecemeal" plan of analyzing his branch territory. When he launches a sales campaign against firms in one certain line of business, he gets the names of all firms in that line in his territory by consulting trade directories.

business in the classified section of the telephone directory. Then at a meeting of his salesmen he works out the machine applications for this particular line of business, stirs up enthusiasm and hands out the prospect cards one at a time. Each salesman takes the cards of prospects in his territory, and is urged by the manager to centralize part of his efforts on them.

Six managers make use of sales campaigns, directed almost entirely against single lines of business.

Manager 2 succeeded in selling his product to banks, after his sales manager had criticized him for failing to get more bank business. It happens that the banks save money when their patrons purchase one of the specialties that he handles; so he compiled a list of the patrons of each bank who had purchased his goods. With these lists as a weapon he started a campaign on the banks. This manager now holds the high record in his organization for sales to banks in his branch.

7. LOCAL ADVERTISING.

Only two managers do any local advertising, and theirs is quite limited.

IX. DIRECT SELLING.

The one duty that seems to receive first consideration from branch managers is that of helping their salesmen close deals. Manager 1, is the only one of the ten who minimizes this task; Manager 3 devotes only 10% of his time to it. The remaining managers plan to spend considerable time, ranging from 22 to 70 per cent, in selling. Some managers are perhaps spending more time in the field than they should, due to the fact that they are not capable of increasing the volume of sales from their territories by such indirect means as hiring and developing high grade salesmen, making territorial analysis, writing sales letters, etc. Managers 10 and 8 have had poor success in their choice of salesmen; therefore as a last resort they are spending about half of their time as salesmen rather than as managers. They have definite territories in which they work. Manager 6 reserves as his field the "cream" of his branch territory, - the largest and best prospects. He has been spending at least half of his time selling for himself. In the future, however, he plans to double his sales force and spend more time on sales promotion and personnel work and less time on direct selling. In other words, he seems to realize that he has been functioning too much as a salesman and too little as a manager. He has had less than two years experience as branch manager.

Most branch managers seem to have only one motive in helping their men close, - namely, to increase their total volume of sales by helping secure certain orders which the salesman is not quite able to "swing". In general there are three reasons why the managers' assistance brings results: (1) his superior selling ability; (2) the stimulating effect on some salesmen who are a little weak in initiative; (3) the prestige of his position.

X. FINANCIAL DUTIES.

Financial duties take second rank with all except Managers 3 and 1. Only four of the ten make their own sales collections,- Managers

1, 2, 3 and 7. All managers are devoting some attention to cutting down expenses. For example, Manager 7 reduced the size of his sales force about 50%. He did this because the business depression cut down the demand for his product so extensively that he could not afford to pay the salesmen their salaries. So he dismissed the weaker salesmen, increased the size of territories and is spending more of his own time in the field, Similar reductions have been made by other managers, but the present tendency is to expand the sales force.

Manager 1, has the greatest financial responsibilities of the group. All the time of four of his nine clerical employees is given to the care of financial details. He spends 40% of his time on this phase of his job.

XI. WHAT ARE THE MOST DIFFICULT PHASES OF A BRANCH MANAGER'S WORK.

TABLE 6: ITEMS ON WHICH MANAGERS DESIRE INFORMATION.

Manager's Number	1	2	3	4	5	6	7	8	9	10
Hiring Salesmen	X				X	X		X		X
Training Salesmen					X					
Supervising Salesmen				X	X	X		X		
Sales Letters			X	X						
Territorial Analyses				X	X	X		X		X
Working branch economies				X						
Self analysis					X					
Handling Men	X			X		X				

Managers 7 and 9 were not interviewed sufficiently to get their answers. Manager 10 could not name any specific job items on which he was anxious to get new ideas.

TABLE 7

PHASES OF THEIR JOBS WHICH BRANCH MANAGERS CONSIDER THE MOST DIFFICULT.

Branch Manager's Number	1	2	3	4	5	6	7	8	9	10
Hiring Salesmen					X	X		X		X
Territorial Analyses				X				X		X
Meeting Competition			X							
Supervising Service Dep't.			X							
Handling Men	X			X			X	X		
Working Branch Economies				X						
Supervising Salesmen				X		X		X		
Training Salesmen						X				

The question was not put to Manager 9. Manager 2 does not consider any one phase of his job more difficult than another.

XII. IN WHAT RESPECTS DOES EACH MANAGER HAVE GOOD METHODS?

The answer to this question is very vital to the person who is making a job analysis. In order to make a complete job analysis in an economical manner the first interview with a branch manager should have as its principal aim to locate those phases of the job in which he is using good methods. Subsequent interviews can then be focussed on these job items. The differences between managers is very apparent.

Managers 1 and 3 represent firms that not only sell the same kind of office specialty but also have similar sales organizations. However, these two men in some respects, have very dissimilar methods of management. Manager 3 gives his personal attention to most of the "red tape" involved in office routine, such as checking reports, dictating routine correspondence and checking details on minor orders. Manager 1, delegates 85% of his office detail work to his office manager; he gives his attention to important correspondence concerning sales and complaints only. Manager 3 also spends a great deal of time supervising his service and financial departments, whereas Manager 1, delegates practically all of this responsibility to the foreman of his service department and to his head bookkeeper. Manager 3 spends very little time participating in the social affairs of the managers of Pittsburgh firms because, in his estimation, they hold such high positions that they have little to say about the buying of his product. Manager 1, on the other hand, spends at least a fourth of his time mingling in a social way with business men, and says that he has closed many "big deals" on the golf links.

Manager 3 requires his salesmen to make daily reports; he conducts salesmen's meetings every week, stimulates his men by means of sales campaigns, pep letters and contests, but spends little time helping his men close hard deals. Manager 1 does not require his salesmen to make daily reports; he conducts salesmen's meetings only once a month, does not make use of sales campaigns, pep letters and salesmen's contests; however he does spend considerable time helping his men close hard deals. Manager 3 employs many methods of sales promotion such as sales letter campaigns, local advertising, and sales campaigns through his salesmen. Manager 4 gives little heed to such indirect methods of getting business.

The following table summarizes the strong points of each manager, in the judgment of the investigator.

TABLE 8: EACH MANAGER'S STRONG POINTS IN HIS WORK.

Manager's Number	1	2	3	4	5	6	7	8	9	10
Salesmen's Reports				X						X
Sales Letters			X	X						
Breaking in New Men		X	X							
Supervising Service Department	X		X							
Working out branch economies	X		X							
Meeting Competition			X							
Accounting System	X		X							
Hiring Salesmen		X		X						
Training Salesmen		X		X						
Territorial Analysis				X	X					
Delegating Tasks to Assistants	X									
Office System	X	X					X			
Social mixing with business men	X									
Making Collections	X									
Handling Men	X	X				X				
Sales Campaigns			X		X					
Salesmen's Contests					X		X			
Supervising Salesmen		X								
Salesmen's Meetings		X								
Helping Men Close Deals	X	X								
Pep literature			X							

CONCLUSIONS.

In the introduction it was stated that a complete job analysis helps solve the following problems concerning branch managers: selection, training, measures of success, organization.

This report contains a very limited amount of data on each manager's job, but these data throw some light on the solutions of the problems.

A. Selection. This study reveals very clearly that in the sales organizations other than those represented by managers 3 and 1, ability to handle financial affairs is a secondary qualification of a successful branch manager, whereas skill in managing men is very primary. Some of the most important qualifications seem to be: the ability to (1) get men to work (2) hire high grade men, (3) train them, (4) help them close deals, (5) analyze the salesman's weaknesses, (6) shift his attention to the various phases of his job, (7) analyze the sales possibilities in his branch territory, (8) plan ahead, (9) participate in the social affairs of business men, (10) avoid unnecessary expense in managing his branch office, (11) keep systematic records, (12) try out new ideas, (13) write sales letters.

B. Training. As regards the construction of a training course for branch managers, so many concrete illustrations of method have been offered that no comment is necessary.

C. Organization. Table 4 shows that the organizations represented by the following six managers are more highly centralized than the other four: Managers 4, 5, 6, 8, 9, and 10. This year there seems to be a general tendency toward centralization. For example, some home offices are reserving the veto power over the branch manager's selection of new salesmen; some firms are giving more assistance to branch managers in the matter of training salesmen. Since there are so many variations in the degree and kind of centralization, the problem is raised of determining in an objective manner the most efficient system of centralization. The same problem was raised in Mr. H. G. Kenagy's discussion of "Problems of Sales Organization" in the October issue of the Service Bulletin of the Bureau of Personnel Research.

The home office may well take into account at least the following three principles:

1. The home office should give assistance on those phases of the job which are of greatest significance.

2. Help should be offered on those tasks which the manager finds most difficult or is performing in an inefficient manner.

3. Since the branch manager's job embraces so many tasks, it seems feasible for the home office to assume responsibility for the performance of certain time-consuming functions, such as making collections, keeping accounts and writing sales letters.

On the basis of these principles, the home organizations of office specialty should assume more control over the following duties:

(1) hiring salesmen.
(2) training salesmen.
(3) making territorial analyses.
(4) supervising salesmen.
(5) training branch managers.
(6) making collections.
(7) keeping financial accounts.
(8) sending sales letters.

This investigation has revealed wide divergences in the work and practices of the various sales branches. Is there one system that is best? What is, for example, the best plan of remunerating branch managers, or salesmen? What is the best system of using "Junior" salesmen? What kinds and degrees of supervision should the branch manager receive from his home office? What are the standard practices of agency management; or should the local manager's judgment be his chief guide?

In the diagnosis of the weaknesses of an unsuccessful agency, many general managers try out first one possible remedy and then another, hoping, with each change, to eliminate the cause of the agency's failure. In doing so, they are like the unskilled automobile owner who, when his car fails to "work", tinkers with any parts of the machine upon which he can lay his hands. If the difficulty is not quickly located, he calls upon the expert mechanic for help. Before the mechanic "fixes" anything, he makes a careful diagnosis of the trouble, step by step. He then quickly makes the needed repairs.

In the same way, the sales manager needs a systematic method for the scientific observation, analysis and weighing of facts about his agencies, in order to deal accurately with situations arising in the organization. The "job analysis" method followed in this report has been developed to help in the filling of these needs.

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